



Cascading message from Refinery Leaders supporting Loss Prevention Week and IIF vision.

January 17, 2011

To: Richmond Refinery Managers and Supervisors

Talking Points to be cascaded between 1/17/11 - 1/25/11 Loss Prevention Week is scheduled for the week of January 24, 2011. In order to start the year powerfully - schedule a 15-20 minute face to face conversation with your direct reports. The conversation should be a dialog covering the following information:

- Play to Win Recall our experience from 2010 (in terms of injuries) we weren't satisfied with our results. With 11 OSHA recordable injuries in 2010 (*combined Chevron and Contractors*) we have room to do better. This year, not only do we want to do better, we want to Play to Win. We want to be leaders in preventing injuries and environmental incidents and meet or beat our business plan daily.
- Operational Discipline O&M groups will begin Richmond's Operational Discipline (OD) Program in February of this year. Training will be provided for HOs, HMs, STLs, MTLs, and other key leaders in our organization. Richmond's OD program will provide training, tools, and coaching to *define and monitor* job components with the greatest influence on Process Safety in our refinery: LOTO, Procedures, and Crew Management.
- Incident Free Starts with Me We each need to take ownership and be accountable for our Incident and Injury Free journey. As a starting point, that means we will use Stop/ Pause Work Authority - and follow the five (5) steps of SWA to resolve safety issues we encounter in the field.
Why? Because... We care about People, We want our work to be successful, and We don't want anyone to get hurt. In order to promote our culture, we'll also need to learn to back people up with a sincere, "Thank you" when they do use their SWA.
- Discussion Topics during LPW and 1Q Weekly IIF discussion topics will be posted on the [IIFLT web-site](#) to be integrated into your regularly scheduled crew safety/ start of shift meetings. *O&M 1st line supervisors may request an IIF Champion to attend their meeting and assist with the LPW discussion. Limited spaces are available - submit your request to the [IIFLT email](#).*

Discuss:

1. Why is making a step change in our Injury and Incident performance important to you?
2. Do you have a basic understanding of what the Operational Discipline Program is?
3. Please take this message and cascade it to your direct reports... What are you planning to say?